



# Cornerstones for a Culture of Health

6/8/2016

Presented By

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# Session Overview

- What is a Culture of Health?
  - Your vision of a culture of health
  - Other proposed definitions
- The Science Behind a Culture of Health
  - Behavior change theory
  - Worksite studies
- Measuring Culture
  - Industry scorecards
  - Considerations for measurement
- Changing Culture
  - Components of a culture of health
  - Culture change exercise



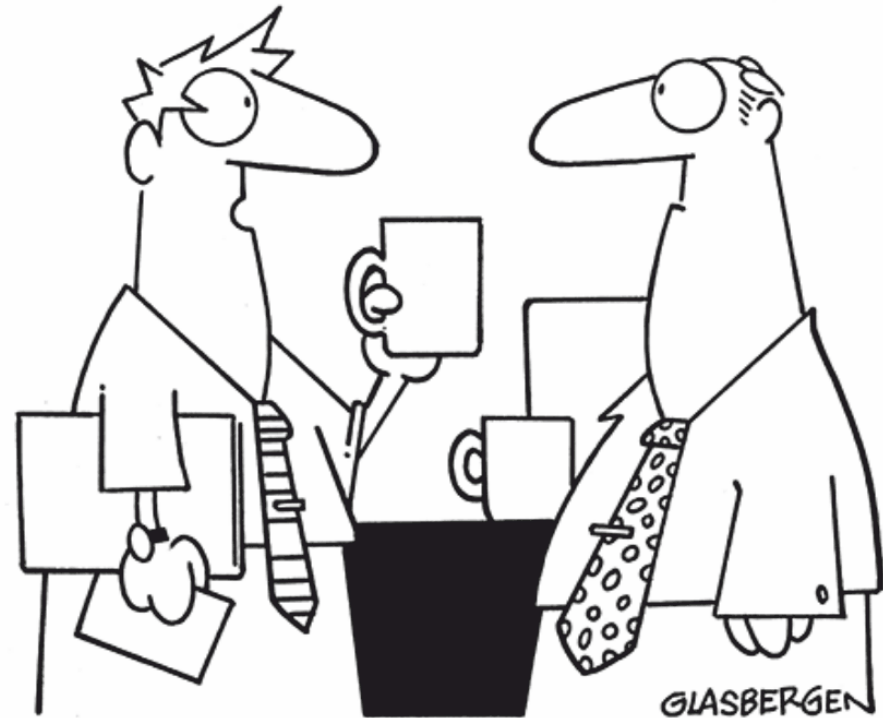
# What is a Culture of Health?



Complete the following sentence.

A culture of health is

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**"It takes about 15 cups of coffee to help me feel creative. Thinking outside of the box is easy after you start to hallucinate."**

# Define: Culture of Health

## It's more than just a checklist. But what is it?

There's no generally-accepted definition, though there are several resources that are helpful. Below are a couple definitions from industry research.

- “Having organizational and environmental policies and supports that encourage the adoption and maintenance of healthy behaviors”<sup>1</sup>
- “A workplace that places value on and is conducive to employee health and well-being.”<sup>2</sup>

1. Aldana, et al. A Review of the Knowledge base on Healthy Worksite Culture. JOEM, April 2012.
2. Kent, et al. Promoting Healthy Workplaces by Building Culture of Health and Applying Strategic Communications. JOEM, February 2016.



# A few thoughts on culture

**“Culture eats strategy for breakfast, technology for lunch, and products for dinner, and soon thereafter everything else too.”**

- adapted from Peter Drucker, management consultant and author, “founder of modern management”

**Culture has to be authentic.**

**There’s a reason growing something in a lab is called a “culture”.**



# Components of a Culture of Health



# The Science Behind a Culture of Health





# Behavior Change Theory

“Behavior change theory, expert opinion, and best practice standards indicate that worksite policies and environments supporting a culture of health are an important aspect of helping individuals adopt and maintain healthy behaviors.”

— *A Review of the Knowledge Base on Healthy Worksite Culture*, Steven G. Aldana, et al., 2012

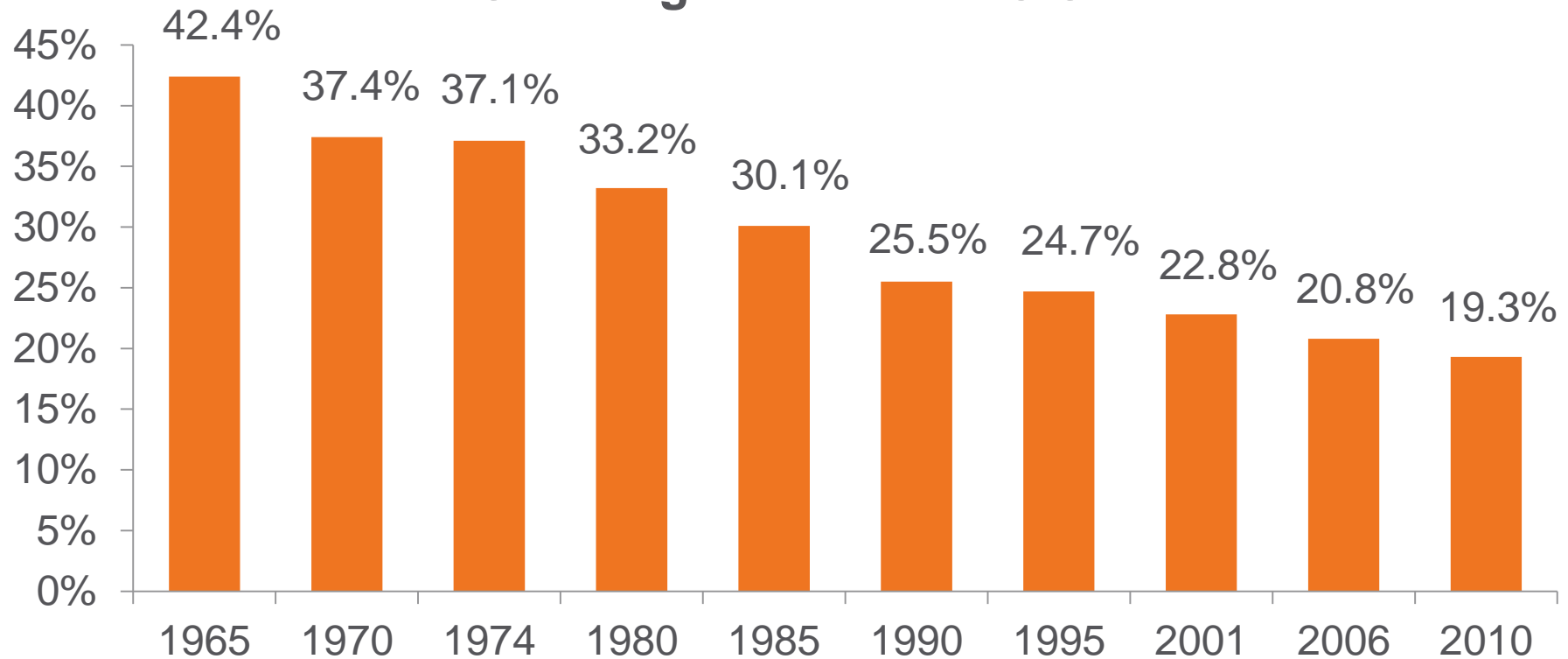
**These behavioral theories all pay homage to culture.**

- Social Ecological Model—multiple levels of systems influence behavior
- Health Belief Model—perceived barriers influence behavior
- Social Cognitive Theory—behavior is influenced by environmental factors
- Theory of Reasoned Action—subjective norms influence behavior
- Theory of Planned Behavior—normative expectations influence behavior



# The Effect of Cultural Alignment

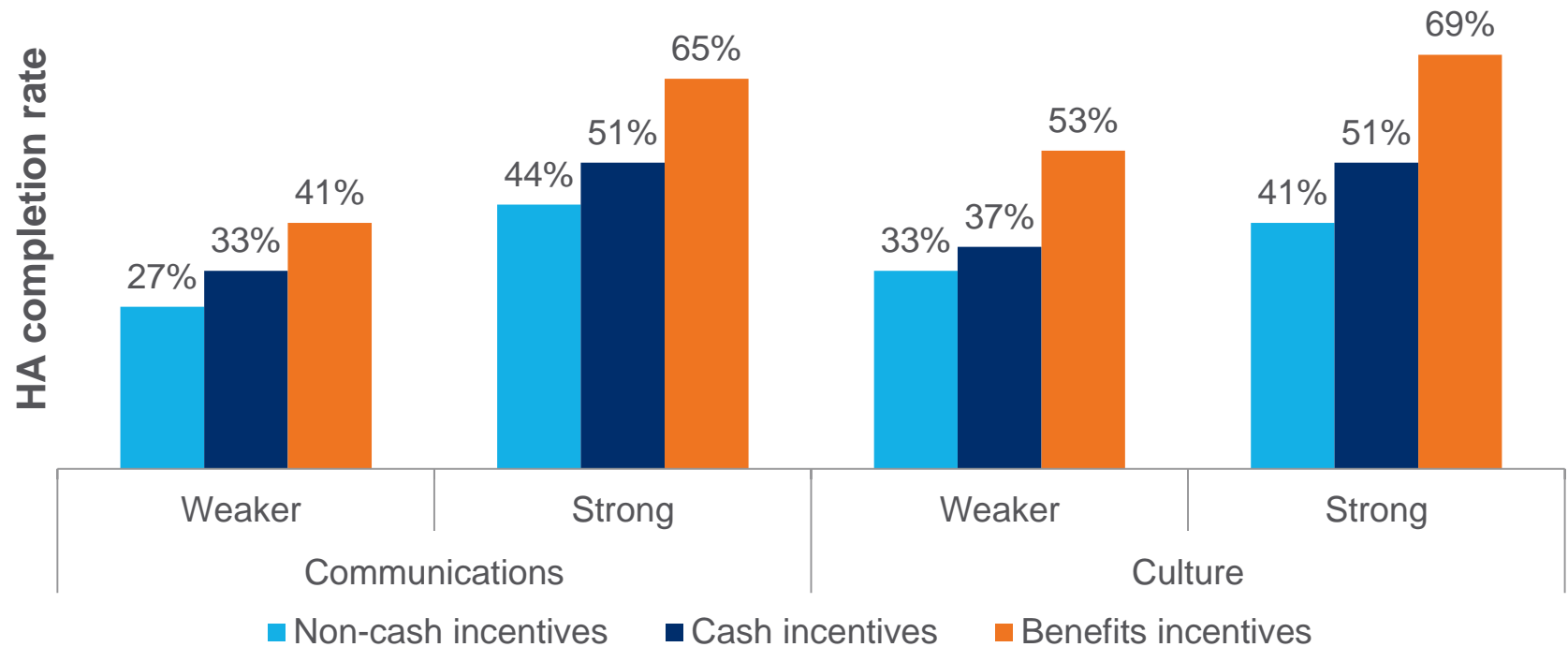
## Smoking Rates in the U.S.



Source: National Health Interview Surveys, 1965–2010.

# Health Assessment Completion

Organizations with strong cultures have higher average HA completion rates.



Seaverson ELD, et al. The role of incentive design, incentive value, communications strategy, and worksite culture on health risk assessment participation. *Am J Health Promot.* 2009;23(5):343-352.



# High-Performing Programs

## Award-winning organizations have culture in common.

- Researchers visited 9 organizations with award-winning workplace health promotion programs
  - Various industries, across the U.S.
  - 200 to 259,000 employees
- Also reviewed published science, held expert interviews
- Key elements of a culture of health
  - Physical environment support
  - Social environment support
  - Leaders are healthy role models and wellness advocates
  - Managers encourage healthy activities
  - Peers encourage each other
  - Employees help shape the culture

Source: Kent, et al. Promoting Healthy Workplaces by Building Culture of Health and Applying Strategic Communications. JOEM, February 2016.



# Measuring Culture



# Measurement is Important



# Culture Audit

**You may have recently completed a culture audit. Here's a review of what was included in it.**

- Comprehensive assessment of physical environment supports for health
- Section reviewing the communication strategy at your location
- Assessment of leadership support level for your location
- Review of wellness team/committee activities for you
- Employee participation/utilization of healthy opportunities



# Audit Considerations

**Your current score is a starting point. The goal is to improve.**

- No one is expected to get a perfect score
- Consider small ways to make improvements
- Use the feedback you get from this audit to guide those decisions





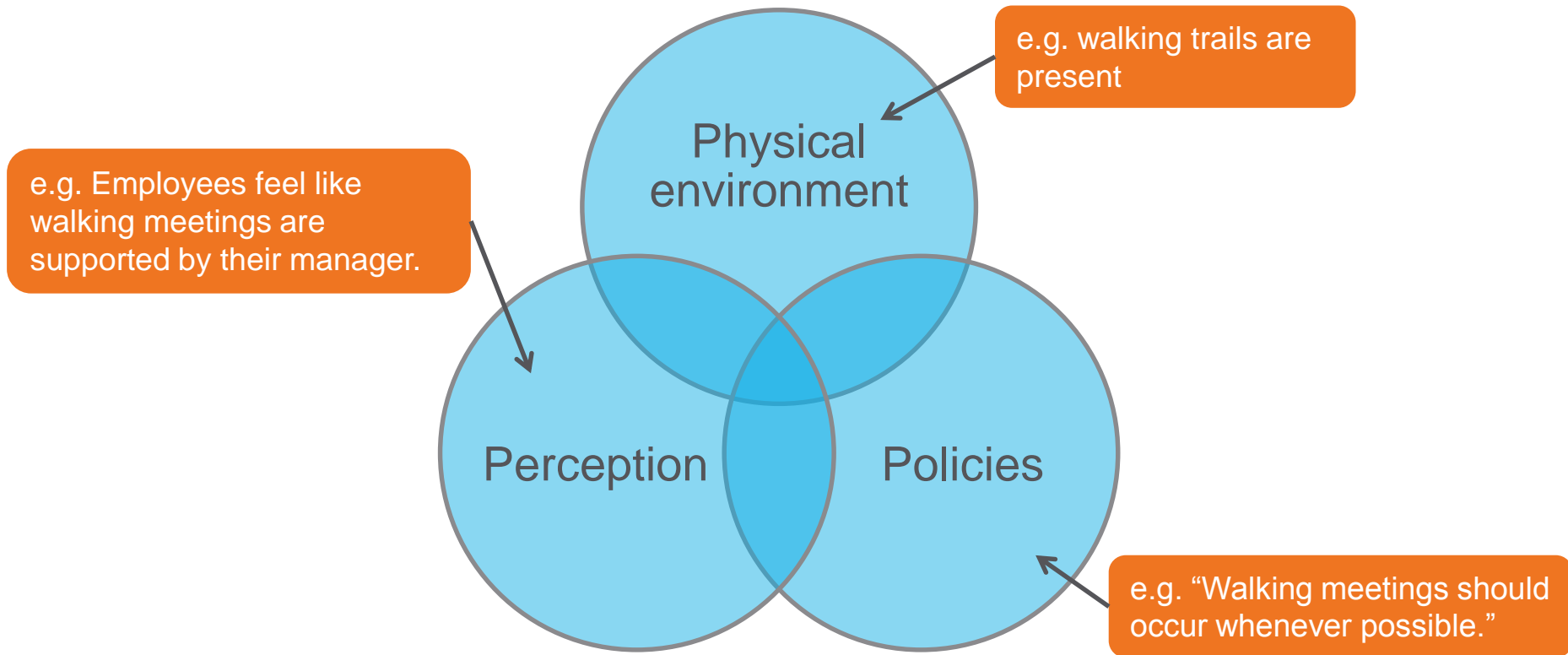
# Other scorecards and resources

**Various scorecards provide slightly different information. Consider your needs and opportunities.**

- HERO EHM Best Practice Scorecard in Collaboration with Mercer
  - Strategic Planning
  - Organizational and Cultural Support
  - Programs
  - Program Integration
  - Participation Strategies
  - Measurement and Evaluation
  - Outcomes
- CDC Worksite Health ScoreCard
- NBGH WISCORE Wellness Impact Scorecard (\$)
- WELCOA 7 Cs – Best Practices
- NIOSH Total Worker Health



# Measurement Considerations



# Changing Culture



# Changing culture is more than telling people what to do.



# Components of a Culture of Health



# Leadership support



# Work environment

**Most visible and tangible of all components. This sends a message to employees.**

- Signage (e.g., “take the stairs” and how to find them, tobacco-free signs)
- Stairway décor, music, etc.
- Fitness or walking courses inside and out
- Cafeteria design – healthy foods encouraged
- Vending – choice, placement, price
- Relaxation spaces – meditation rooms, fun rooms
- Onsite fitness spaces
- Standing/walking desks
- Design defaults, e.g., collaborative work spaces



# Policies & programs

**Adherence to policies is a must. Programs require clear communication and support.**

- Health plan design – preventive services, incentives
- Other incentives, e.g., wellness days, token rewards
- Safety broadened to “health and safety”
- Tobacco free worksite (i.e., not negative “ban”)
- Meeting policies, e.g., healthy food subsidy
- Relaxation breaks – budgeted and encouraged
- Fitness breaks – creating time in the day
- Engaging onsite programs – screening, challenges





# Management practices

**Policies and amenities are most effective when managers encourage employees to use them.**

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- Create “metrics that matter” to line managers
- Wellness objectives—team, department, location, etc.
- Visible dashboard/report drilldowns by manager
- “Wellness leader” recognition/awards



**“If you work 24 hours a day, you won’t need your apartment and that will save you a lot of money and that’s the same as getting a raise!”**

# Communication

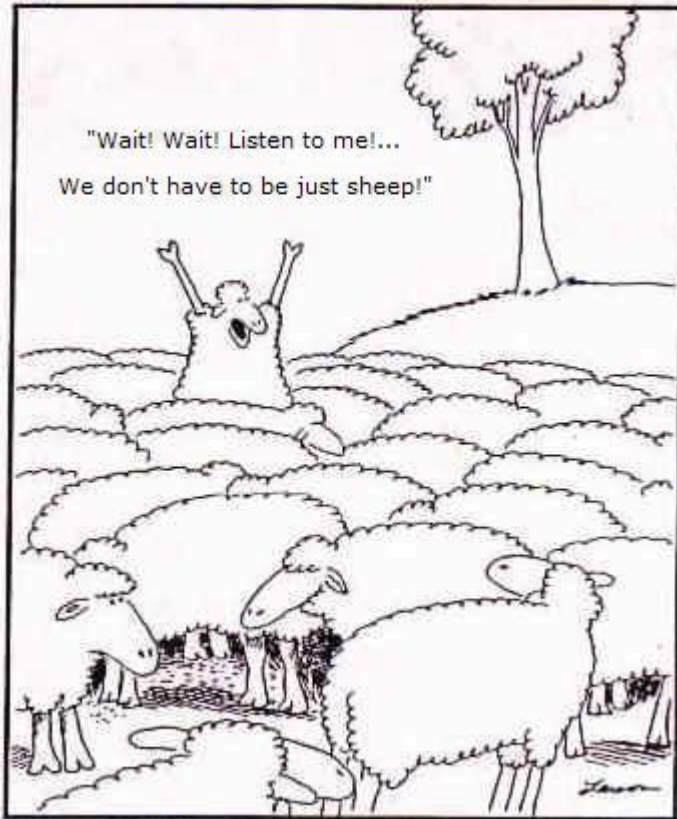
**People can only take advantage of opportunities they know about.**

- Positioning health, e.g., shared accountability
- Authenticity
- Multiple sources
  - Leaders
  - Managers
  - Role models
  - Co-workers
- Multiple modes
- Omnipresent – continually visible everywhere
- Repetition – varied and tailored



# Social norms

## What's normal in your workplace?



- **Social norms** are group beliefs or customary rules about how members should behave in context
- Creating “healthy” norms at the worksite
  - Involve all employees in policy and environmental changes
  - Leader statements and actions
  - Role models – influential employees
  - Co-worker testimonials
  - Visible symbols, e.g., walking meetings

# Components of a Culture of Health



# Culture Change Exercise

Culture Component	Where are you now?	Where do you want to be?	What's the first step?
<i>Example</i>	<i>Encouragement of walking meetings is minimal</i>	<i>Encouragement of walking meetings is constant</i>	<i>Find leaders who currently have walking meetings</i>
Leadership support			
Management Practices			
Work environment			
Policies & Programs			
Communications			
Social Norms			



# Culture Change Strategies

These might help build on certain aspects of a culture of health.

## Physical Activity

- Display signs to use the stairs
- Organize a team for a community walking event
- Make maps of possible walking routes
- Display children's art in the stairwell
- Walking meetings
- Sponsor a workplace softball team

## Nutrition

- Add fruits and vegetables to vending machines
- Post nutrition information
- Encourage use of drinking fountains (they're free!)
- Price differentials for healthy options
- Organize healthy potlucks with recipe exchange
- Communicate location of nearby farmer's markets

## Tobacco

- Identify barriers to smoke-free workplace policies
- Ask about discounted tobacco cessation products
- Make sure your colleagues know about all benefits related to tobacco cessation.

## Other

- Invite significant others to healthy activities
- Encourage flexible work schedules
- Take meal breaks away from your desk, with others
- Maintain consistent communications
- Organize periodic "lunch 'n learn" activities for health

Source: Aldana, et al. A Review of the Knowledge base on Healthy Worksite Culture. JOEM, April 2012

